Installation Leadership Perspective

Housing Privatization Workshop
Atlanta, GA
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Introduction

- **Goals and Objectives**
- **Where Does The Leadership Fit In?**
  - What Part Does the Military Family Fit In?
- **Process**
  - Pre and Post Selection of Offeror
- **Getting the Word Out**
- **Issues/Challenges**
- **Summary**

Goals

- **Goals**
  - Lead from the front
  - Always be positive
  - Be honest and accurate
  - Get the word out
  - Kill the rumors

- **Objectives**
  - Resident satisfaction with housing
  - What will my BAH get me
  - What will happen and how does it affect me!
  - Mitigation of risks to the project
  - Successful completion of development and scope of work
    - Will be painful at Hanscom
  - Sound financial management

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Where Does The Wing Leadership Fit In

- Centralized
- Consistent standards and speaking one voice
- They are an integral member of the team – the most important
- Lead by example (sign the first lease)
- Communication of lessons learned
- Timely and relevant information provided families
- The dominoes of construction and moving will be painful if not done correctly

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Role of the Military Family

- **Must be part of the process**
- **Make sure they understand the basics and process**
- **Form small working groups (3-4) for unit type**
- **Brings a team atmosphere and process involvement**
  - Work of design basics
  - Gives them part ownership and role
- **Make sure they understand the basics and process**

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Process Pre-Selection

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- **Pre Successful Offeror Town Hall Meeting**
  - Wing Commander generates enthusiasm
  - Town Hall Meeting must be scripted
  - Make the script “Privatization 101”
  - Tell families what types of questions or “off-limits”
  - Have your attorney with you
  - Answer all questions
    - Either in open forum or one on one
  - Tape it – televise on your local channel
- **Start a privatization corner in your base paper**
  - Publish questions and answers (a few per week)
  - Set up email address for families to email questions
  - Give them your office phone number – good public relations

Process Post-Selection

- **Town Hall Meeting**
  - Wing Commander/Developer generates enthusiasm
  - Have plans/color boards
  - Sample Lease Signing by the Wing Leadership
  - Give the developer the focus
    - Part of your base team
    - Let them do the core of the presentation
    - Ensure the developer is knowledgeable of the previous questions/issues
- **Town Hall Meeting**
  - Answer all questions
  - Either in open forum or one on one
  - Tape it – televise on your local channel

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Getting the Word Out

- **Start a privatization corner in your base paper**
  - Publish questions and answers (a few per week)
  - Set up email address for families to email questions
  - Give them your office phone number – good public relations
- **Joint release with your Districts Congressmen**
- **Work the school issue hard**
  - Impact aid
  - On-base contract schools
  - Population fluctuation
- **Monthly updates with City Selectmen**

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Communications

- **Communications issues abound in the process because there are so many stakeholders**
- **Installation leadership must define success and set expectations**
- **Building relationships with all stakeholders critical**
- **Tenant communications**
  - Don’t promote the fallacy of transparency and seamlessness

    (leases, grass, pets, damages, use of amenities)

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Challenges

- **Transition and start-up pains**
- **Maintaining high occupancy rates**
  - Families move off due to BAH bump—free move
  - Fear of utilities
  - Fear of lease signing
  - Will my service improve
- **Rumor control from other bases**
- **Capturing Tenant Satisfaction**
- **Installation-level staffing/structure**

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Summary

- **Teamwork**
  - **Developer…Family…Base Leadership**
  - **Top-down advocacy required**

Communicate…

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Communicate!!!

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